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24 July 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Career Guidance

REFERENCE : Memo fr DCI to D/Pers dtd 17 Jul 78, subj:  
Recruitment and Career Guidance

1. Action Required: None. This memorandum is in response to paragraph 5 of reference requesting information relative to the career counseling services available in the Agency. Paragraphs 1 and 2 of reference are being answered separately.

2. Discussion: Career counseling has always been a visible service in the Agency but was given formal status and visibility in 1973 in response to a recommendation of the Personnel Approaches Study Group. Their recommendation was incorporated in the regulations in [ ] which requires the heads of the Career Services to create a Career Service-wide counseling program to provide:

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a. Counseling for employees when recommended in the course of the evaluation process

b. A visible counseling service where employees may go on their own initiative for career guidance and job assistance.

3. Each Career Service has included specific information relative to the career counseling services of that Directorate in its Personnel Handbook. These Handbooks are either given to each of the employees of the Career Service or are readily accessible for reference at identified

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places, such as with supervisors. In addition, copies are maintained in the Office of Personnel component (Staff Personnel Division) which provides counseling and guidance. The handbooks include identification by title and telephone number of the officially designated counselors. Attached is a precis of the material on this subject in each of the Handbooks.

4. Career counselors of the Career Services are either senior officers of the individual components or officers specifically identified as Career Management Officers for the Career Services or subgroups. The grades of the officer vary, but are usually in the GS 14-16 range as representing long experience in Agency activities. Component personnel officers are also identified as sources for obtaining counseling services. In addition to the identification of the designated counselors, all the handbooks note that it is a primary responsibility of line supervisors to provide counseling and guidance to employees.

5. Also available to all employees are Developmental Profiles which are basic descriptions of the career tracks of the various disciplines or professions of the Agency. They are developed by the Career Services or subgroups, as appropriate, and are available either through publication in the Handbooks or by distribution to supervisors and counselors. These Profiles are also available in the Staff Placement Division of the Office of Personnel. In addition to the Directorate level services, career counseling and guidance is provided by SFD on an Agency-wide basis. Employees entering on duty are advised at their job briefings of this source for counseling, the responsibility is discussed at the various management courses, and the handbooks also identify SFD as the office providing information and career counseling, assignment information and related guidance across Career Service lines.

6. In support of the counseling activities the Office of Training offers a course for counselors or other employees having any involvement with counseling responsibilities. The pilot running was in July 1974; the 18th course will be offered in September 1978. The course is offered four times a year and is attended by three employees selected by each of the four major Career Services. It gets very good reviews from the attendees.

7. While there have been secretarial and clerical panels operating in some Career Services or subgroups for several years, the DDCI's memorandum of 13 April 1978 makes panel structures for the management

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25X1 of these employees an Agency-wide policy. There is now a Career Service level Secretarial Panel in each Directorate responsible for the career management, development, competitive evaluation and assignment of secretaries in grades GS-08 and above. Panels are established in all Career Service subgroups to perform the same functions for the secretarial personnel in grades GS-07 and below and for all clerical personnel. The expansion of the panel system ensures that all employees will be included in the counseling requirements of [redacted] The members of the panels will offer sources for counseling in addition to the already established system of supervisors, career management officer, and other formally designated counselor personnel.

8. We believe all employees, new and old, officers and clerical, have available an abundance of sources for obtaining advice and guidance in developing a career plan.

F. W. M. Jarney

Attachments

Distribution:

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1 - DDCI  
1 - ER  
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25X1 OP/P&C/RS [redacted] (20 Jul 78)

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